

Appendix S

DIRECTORATE OF HUMAN RESOURCES

1. Advises the Commanding General and Division Engineer, District Commanders, the Command Council, and the Regional Management Board on civilian and military human resource matters throughout the Pacific Ocean Division (POD).

a. Exercises oversight of division-wide human resource programs.

b. Develops and maintains a human resource management program to ensure implementation of Department of the Army (DA), U.S. Army Corps of Engineers (USACE), and installation policies, programs, and legal and regulatory requirements, as appropriate, and to coordinate human resource management requirements in accordance with the Division needs.

c. Interprets policies, develops and disseminates uniform guidance/procedures in all human resources functional areas so as to reflect regional and program requirements.

d. Provides liaison with external agencies and contacts regarding human resources matters.

e. Re-delegates authority for human resources management and administration through command channels. Assures accountability measures are properly established.

2. Vision and Corporate Strategic Planning.

a. Develops and implements human resource programs to meet the USACE and division strategic and campaign plan objectives.

b. Periodically analyzes the workforce to identify current and future skill requirements and develops programs to alleviate skill shortages and deficiencies.

c. Establishes programs to meet long-range planning objectives and strategies to develop and sustain a capable workforce through succession planning.

d. Incorporates human capital planning into short range, long range, and strategic planning.

3. Regional Business Center.

a. Develops and implements programs that support the focus on commitment to quality of service and people. Implements regional/corporate initiatives through the Regional Business Center.

b. Coordinates and monitors activities of a regional nature to ensure efforts are consistent with the goals of the Regional Business Center.

c. Provides information, guidance, and assistance in obtaining the most effective use of human capital through improved workforce management.

4. Recruitment and Placement.

- a. Provides division-wide oversight, guidance and assistance on the full spectrum of recruitment and placement programs to attract and retain a capable workforce.
- b. Advises on recruitment strategies, recruitment and retention incentives, selection procedures, in-service and out-placement options, overseas rotations and entitlements, and return rights.
- c. Provides assistance to management in restructuring their positions to increase developmental, experiential, and rotational opportunities to further develop the workforce.
- d. Provides advice and monitors initiatives to effect work force re-shaping, downsizing or expansion.

5. Career and Workforce Development.

- a. Establishes and implements programs that create opportunities for individual personal and professional development.
- b. Administers the DA, USACE, and Division-sponsored training programs. Conducts training needs assessments and monitors the allocation and use of training quotas in order to fully support the career development of employees.
- c. Consolidates developmental training across the division into centrally located high needs areas to optimize training expenditures.
- d. Responsible for the implementation and administration of the Regional Leadership Development Program.

6. Position Management and Classification.

- a. Provides guidance and assistance in the administration of position management and classification programs.
- b. Submits recommendations and justification for positions requiring approval at higher levels.
- c. Monitors application of policies, regulations, systems, and evaluation criteria to assure adherence to classification standards and consistency throughout the Division.
- d. Monitors division-wide supervisory-employee ratio and high-grade control, with emphasis on program administration, position classification and position management.

7. Labor and Employee Management Relations.

a. Provides guidance and staff advice on processing adverse and disciplinary actions, in the resolution of grievances and appeals and other labor relations obligations.

b. Provides guidance and assistance on performance management programs across the entire Division. Develops and reviews procedures to ensure compliance with DA and USACE performance guidelines.

c. Provide guidance and advice and promotes programs to recognize outstanding performance through appropriate monetary and honorary awards.

d. Communicates with the workforce through newsletter issuances to keep them abreast of changes in human resource programs.

e. Develops policy guidance and administers the division drug testing program.

8. Deployment, Mobilization, and Emergency Operations. Provides staff guidance and advice on a variety of matters pertaining to pre-emergency and mobilization planning.

9. Military Personnel Administration.

a. Responsible for accomplishing various military personnel actions for active duty, reserve and IMA personnel assigned to POD.

b. Acts as the liaison between POD and USACE on pertinent military personnel issues.

10. Evaluations.

a. Responsible for conducting periodic reviews of human resource programs throughout the Division to ensure quality programs are administered IAW legal, regulatory, and procedural guidance.

b. Identifies existing or potential problem areas, strength and weaknesses of operating programs and recommends necessary actions/changes to correct deficiencies.